

3. DISCUSSION

a. It can be expected that the number of organizations soliciting funds in CIA will increase. The Department of State, for example, has had as many as twenty-three drives in one year. (Annex E) While it is felt that the response from Agency employees would continue to be generous, such a heartfelt response could not be elicited ad infinitum. (Annex E)

b. The amount of time necessary for handling the mechanics of fund drives causes many employees throughout the Agency to divert time from their respective workloads. If the number of requesting charities increases, it will necessitate a greater amount of time to be expended by the Office of Personnel as well as by members of all other components.

c. In June, 1953, the Federal Personnel Council prepared a report on the findings of their work group on fund raising for charitable purposes. The conclusions drawn by the group were based on the experiences of Federal agencies in Washington and in other cities, of military establishments, and of communities throughout the country which have already instituted package drives. In addition, conferences with national representatives of Federal employee unions were held as well as talks with representatives of welfare organizations presently soliciting funds throughout Federal agencies. At present, the recommendations of the report are under consideration by Commissioner Philip J. Young, U. S. Civil Service Commission, for adoption in all Federal agencies. The one fund plan of the Department of Commerce may serve as the model government plan. (Annex I)

d. A discussion of feasible solutions follows:

(1) Owing to the amount of time and resources expended by the various Agency components in soliciting funds, such activities within this Agency could be discontinued as a matter of Agency policy. Employees would contribute through their own communities. The question of an employer collection plan was raised by the Work Group of Fund Raising of the Federal Personnel Council. The group could not agree as to whether such plans were desirable or essential. However, it is felt that such action on the part of the Agency would probably result in unfavorable publicity and adverse public reaction.

(2) The present procedure of independent solicitation for each drive could be continued. Thus the Agency would not be subject to criticism from any charitable organization presently reluctant to join a one fund drive. Such criticism, however, is decreasing in the face of growing community interest toward one fund solicitations. (Annex J) Further, it appears from the foregoing discussion that the continuation of the present system would not be in the best interests of the charitable organizations, the employees of CIA, or the Agency itself.

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(3) A one fund drive could be instituted in one of several ways:

(a) A one fund drive could be conducted annually for one or two months with no provision for pledging. While this would eliminate fund work during the rest of the year, it is probable that an insufficient amount of money would be raised, for many employees are unable to contribute a large lump sum.

(b) A one fund drive could be conducted annually for one month with provisions for pledge payments during the remaining eleven months. This plan would appear to yield the greatest returns, although there would be some loss due to headquarters departures prior to the expiration of pledge payments. Our heaviest contributions go to the Community Chest and the greatest number of solicitations are within the first few months of the year. Such a plan would not, therefore, insure sufficient or proportionate amounts available at the time of the community drive of any given organization due to the staggering of employee contributions through a twelve month period. Considerable time is now spent by the Services Branch in year 'round Community Chest pledge collection. Were a one fund drive to be placed on such a basis, considerably more time would have to be expended by the Branch in such activities at the cost of other services or necessitating additional clerical help.

(c) A one fund drive could be conducted annually for one month with provisions for pledge payments during the following two months. This would provide for the completion of all fund raising activities within three months, thus freeing the Services Branch for activities of a more direct employee benefit during the major portion of the year. Further, it would reduce the loss of pledge payments due to employee departures and would provide for more accurate apportionment of funds. It would also free employees of year 'round contributions.

e. In d-3-(c) above, the month of September is specifically recommended for the drive, with pledge collections in October and November for the following reasons:

(1) A summer drive is impractical due to vacations, and December is impractical due to Christmas expenses. Income tax payments are in late winter and early spring. Fall, then, appears to be the most practical time for a concentrated drive. Further, it coincides with the Community Chest Drive. September appears to be the most practical fall month for the drive in view of the following:

(a) If pledges are to be considered, several months would be needed for collection in order not to defeat the purpose of pledging. Since pledge collection usually follows the drive, October and November are logical months.

(b) While a third month for pledge collection might be advantageous, the normal expenses of Christmas do not make December or January practical. The first year the FBI conducted a car fund drive, collections continued through December. This was subsequently discontinued for the aforementioned reason.

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CONSOLIDATED CHARITIES COMMITTEE

SUGGESTED OPERATING PROCEDURES

A. ORGANIZATION

1. An organization shall be established within CIA to be known as the Consolidated Charities Committee. The Committee shall be composed of the Director of Central Intelligence or his designee, the Deputy Director (Support) or his designee, the Deputy Director (Plans) or his designee, and the Deputy Director (Intelligence) or his designee. The Director of Personnel or his designee shall act as chairman. The chairman shall not vote except to break a tie.

2. The Committee shall be responsible for the appointment of an auditor and a treasurer, for the selection of those charities considered to be of sufficient national and/or local worth to be included in the campaign, for the establishment of the campaign goal and for the apportionment of the unassigned funds based on the contributions of past years or on current community needs.

B. OPERATION

1. Office, Staff, and ES/P Division Chiefs shall appoint vice-chairmen for their components. The vice-chairmen shall appoint keymen



2. The vice-chairmen shall be responsible for the distribution of literature and materials to their keymen, for the collection of funds and pledges from their keymen and for the turning over of such to the Services Branch, Office of Personnel.

3. Keymen shall be responsible for the distribution of literature to all employees within their jurisdiction, for the collection of funds and pledges from employees, for the maintaining of contributor records and for the surrendering of records, funds and pledges to their vice-chairmen.

4. Records shall be kept by keymen on a standardized form (Annex K) in quadruplicate. The original shall be turned in at the end of September, the first copy at the end of October and the second copy at the end of November. The third copy shall be retained by the keyman.

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5. The Services Branch shall be responsible for the distribution of literature to vice-chairmen, for the maintenance of all records sent in by vice-chairmen, for the distribution of statements for unpaid pledges to employees and for information and assistance to the Committee at all times.

6. Pledge cards (Annex L) will list selected charities. Employees may direct their contribution to one or more charities. If no specific charitable organization is designated, the Committee shall then be responsible for the apportionment of all such funds.

7. As notification is received by the Agency of the initiation of a charity drive included by the Consolidated Charities Committee, the treasurer shall send a check to the charity in the amount agreed upon by the Committee. As new charitable organizations solicit the Agency for funds, the Committee shall determine their worth, and if desirable, shall send them checks drawn from a reserve fund. If desired, the Committee may include such charities in the campaign the following year.

C. LITERATURE

1. CIA notices and literature shall be sent to all employees advising them of the campaign. (Exhibit A and B) If desired, a progress report may be sent to all employees during the campaign. (Annex N) When notification is received by the Agency of the initiation of a campaign in the community for which a check shall be sent by the treasurer, a CIA notice and/or literature may be issued to remind employees of the current drive in the community and to express appreciation for their earlier contributions through the Consolidated Charities Committee. (Annex O)